INTERNATIONAL JOURNAL OF MANAGEMENT AND ORGANIZATIONAL RESEARCH

Factors Affecting Employee Motivational Manufacturing Industries in Chennai

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Article Info

ISSN (online): 2583-6641
Impact Factor (RSIF): 8.56
Volume: 05
Issue: 02
March-April 2026
Received: 10-01-2026
Accepted: 09-02-2026
Published: 08-03-2026
Page No: 81-86

Abstract
Employee motivation has been recognized as one of the key factors in improving productivity and organizational performance in the manufacturing industry. The present study aims to identify the factors affecting employee motivation in the manufacturing industries of Chennai. The factors considered in the present study include work environment, rewards and benefits, job satisfaction, career growth and development, leadership and supervision, organizational culture, work-life balance, employee engagement, and retention strategies. For the purpose of the present study, data were collected from 50 employees of the manufacturing industries of Chennai, and the analysis was done with the help of statistical methods such as percentage analysis and mean analysis. The results indicate that the employees are having moderate to high levels of motivation, and factors such as organizational culture and work-life balance need to be improved.

DOI: https://doi.org/10.54660/IJMOR.2026.5.2.81-86

Keywords: Work environment, Compensation and benefits, Job satisfaction, Career growth and development, Organization culture, Employee engagement and commitment, Retention strategies among employee motivation

Introduction

Employee motivation is considered to be one of the most significant factors affecting the productivity and efficiency of the organization. In the manufacturing industry, the role of employee motivation is significant, and the contribution of motivated employees is seen in terms of high productivity and efficiency. Manufacturing industries located in Chennai are significant for the development and growth of the economy, and they contribute to providing employment to the population. Employees are often faced with challenges such as work environment, salaries, job satisfaction, and work-life balance, which may impact their level of motivation. In such a scenario, it is imperative for us to understand the factors affecting employee motivation in the manufacturing industry. This study aims to analyze the factors affecting employee motivation in the manufacturing industry located in Chennai.

Review of Literature

The review of literature has identified different studies on employee motivation in organizations. Frederick Herzberg (1959) has explained that employee motivation is affected by factors such as achievement, recognition, responsibility, and growth opportunities, which increase job satisfaction and improve employee performance. In the same way, Abraham Maslow (1943) has proposed his theory, which is known as the hierarchy of needs theory. He has explained that employee motivation is affected by different needs such as physiological, safety, social, esteem, and self-actualizing needs. In addition, Michael Armstrong (2006) has explained that employee motivation can be improved by using effective leadership, providing appropriate compensation, and creating a favourable working environment. Moreover, Stephen P. Robbins (2001) has explained that job satisfaction and organizational culture are important factors for improving employee motivation and performance. From the review of literature, it has been identified that there are different factors affecting employee motivation, especially in industrial

and organizational settings.

Aim

The study is to analyze the factors affecting employee motivation in manufacturing Industries at Chennai.

Objectives

1. To analyse the level of employee motivation in the manufacturing industries located at Chennai.
2. To identify the factors affecting employee motivation such as work environment, compensation and benefits, job satisfaction, career growth, leadership, organizational culture, and work-life balance.
3. To analyse the relationship between employee motivation and organizational factors in the manufacturing industries.
4. To suggest strategies for improving employee motivation among employees working in the manufacturing industries.

Hypotheses

1. There is no significant difference between the Gender of the respondents and employee motivation factors.
2. There is no significant difference between the Education Qualification of the respondents and employee motivation factors.
3. There is no significant difference between the Age of the respondents and employee motivation factors.

Research Design

The study applied a descriptive research design to investigate factors influencing employee motivation in manufacturing industries. This research design is essential in describing the situation and understanding the relationship that exists between various employee motivational factors and performance. The study targets various aspects such as work environment, employee rewards, job satisfaction, and leadership. It applied a questionnaire to collect data from employees.

Universal Sampling

The study used universal sampling, where all the available respondents in the organization were used for the survey. This is where all the employees in the organization have equal opportunities to be part of the study. There were 50 employees selected to be used as respondents for the study. They were used to collect data for analysis and interpretation.

Tools for Data Collection

The goggle form question method was used in collecting data for the study. The goggle form question was used in collecting the main data for the study. The goggle form question had closed-ended questions pertaining to numerous aspects concerning employee motivation in manufacturing industries.

• Work environment • Compensation and benefits • Job satisfaction • Career growth and development • Leadership and supervision	• Organization culture • Work-life balance • Employee engagement and commitment • Retention strategies • Organizational commitment

Analysis and Interpretation

Various statistical analyses were computed using SPSS V.21 to understand the factors
Related to psychological well-being and job satisfaction among gig workers. This includes
Frequency analysis, Independent Sample‘t’-test, One-way Analysis of Variance (ANOVA), and Karl Pearson’s correlation. The findings are presented below

Table 1: Distribution of respondents based on overall Employee Motivation in Manufacturing Industries

Dimensions	Employee Motivation in Manufacturing Industries					
	Low		Moderate		High	
	Freq.	(%)	Freq.	(%)	Freq.	(%)
Work Environment	14	28.0	14	28.0	22	44.0
Compensation and Benefits	21	42.0	6	12.0	23	46.0
Job Satisfaction	13	26.0	15	30.0	22	44.0
Career Growth and Development	14	28.0	12	24.0	24	48.0
Leadership and Supervision	15	30.0	16	32.0	19	38.0
Organizational Culture	24	48.0	3	6.0	23	46.0
Work Life Balance	22	44.0	6	12.0	22	44.0
Employee Engagement and Commitment	21	42.0	5	10.0	24	48.0
Retention Strategies	24	48.0	2	4.0	24	48.0
Organizational Commitment	23	46.0	3	6.0	24	48.0

From the above table, it can be clearly understood that nearly half of the total respondents had a high level of work environment (44.0%), compensation and benefits (46.0%), and job satisfaction (44.0%). Similarly, nearly half of the total respondents had a high level of career growth and development (48.0%), employee engagement and commitment (48.0%), retention strategies (48.0%), and organizational commitment (48.0%). However, more than two-fifths of the total respondents had a low level of organizational culture (48.0%) and work-life balance (44.0%). Thus, the findings clearly indicate that the total respondents had high levels of motivation, and the remaining had lower levels.

Table 2: 'T' – Test based on the Gender of the respondents and with the overall Employee Motivation in Manufacturing Industries.

Variable	Mean	Std. Deviation	Std. Error Mean	DF	Statistical Inference
Work Environment					
Own	13.32	3.150	.540	49	Sig. =.342 P>0.05 Not Significant
Rend	12.35	3.872	.939	26.912	
Compensation and Benefits					
Own	11.38	2.629	.451	49	Sig. =.973 P>0.05 Not Significant
Rend	11.41	3.299	.800	26.478	
Job Satisfaction					
Own	11.18	2.680	.460	49	Sig. =.752 P>0.05 Not Significant
Rend	10.88	3.871	.939	23.919	
Career Growth and Development					
Own	13.85	3.823	.656	49	Sig. =.827 P>0.05 Not Significant
Rend	13.59	4.487	1.088	27.938	
Leadership and Supervision					
Own	11.65	3.969	.681	49	Sig. =.924 P>0.05 Not Significant
Rend	11.53	4.418	1.071	29.938	
Organizational Culture					
Own	11.47	3.351	.575	49	Sig. =.824 P>0.05 Not Significant
Rend	11.71	3.885	.942	28.219	
Work-Life Balance					
Own	11.79	3.255	.558	49	Sig. =.163 P>0.05 Not Significant
Rend	10.47	2.896	.703	35.683	
Employee Engagement and Commitment					
Own	11.91	3.069	.526	49	Sig. =.301 P>0.05 Not Significant
Rend	10.94	3.249	.788	30.509	
Retention Strategies					
Own	11.74	3.315	.568	49	Sig. =.696 P>0.05 Not Significant
Rend	12.18	4.586	.1.112	24.637	
Organization Commitment					
Own	11.26	3.671	.630	49	Sig. =.567 P>0.05 Not Significant
Rend	11.88	3.462	.840	33.855	
Overall Attrition and Retention					
Own	119.56	26.065	4.470	49	Sig. =.757 P>0.05 Not Significant
Rend	116.94	32.522	7.888	26.598	

From the above table, it is very clear that after performing the independent sample t-test on all the dimensions related to the factors affecting the employees' motivation, the 'p' value is above 0.05 for all the variables related to the factors affecting the employees' motivation, such as the work environment, compensation and benefits, job satisfaction, career growth and development, leadership and supervision, organizational culture, work-life balance, and employee engagement and commitment.

This proves that there is no significant difference between the male and female employees' perception about the factors affecting the employees' motivation in the manufacturing industries of Chennai. It is very clear from the above results that the mean value of the male and female employees is very close to each other, proving that the male and female employees have almost the same opinion about the factors affecting the employees' motivation in the manufacturing industries of Chennai.

Therefore, it can be concluded that the gender of the employees does not affect the employees' perception about the factors affecting the employees' motivation in the manufacturing industries of Chennai. The difference observed in the mean value of the male and female employees is not significant.

H_0: Null hypothesis - There is no significant difference between male and female employees regarding the factors affecting employee motivation and its dimensions.

H_1: Alternative hypothesis - There is a significant difference between male and female employees regarding the factors affecting employee motivation and its dimensions.

Result: Since the calculated p-values are more than 0.05, the null hypothesis H_0 is accepted, and the alternative hypothesis H_1 is rejected, which concludes that there is no significant

difference between male and female employees regarding the factors affecting employee motivation and its dimensions in the manufacturing industries of Chennai.

Table 3: 'F' – Test based on the Education Qualification of the respondents and with the overall Employee Motivation in Manufacturing Industries

Variable		Sum of Squares	Df	Mean Square	F	Statistical Inference
Work Environment	Between Groups	13.023	3	4.341	0.361	Sig. =0.781 P>0.05 Not Significant
	Within Groups	564.977	47	12.021		
Compensation and Benefits	Between Groups	3.007	3	1.002	0.118	Sig. =0.949 P>0.05 Not Significant
	Within Groups	399.149	47	8.493		
Job Satisfaction	Between Groups	34.525	3	11.508	1.221	Sig. =0.313 P>0.05 Not Significant
	Within Groups	443.161	47	9.429		
Career Growth and Development	Between Groups	97.279	3	32.426	2.153	Sig. =0.106 P<0.05 Not Significant
	Within Groups	707.898	47	15.062		
Leadership and Supervision	Between Groups	48.725	3	16.242	0.974	Sig. =0.413 P>0.05 Not Significant
	Within Groups	783.432	47	16.669		
Organizational Culture	Between Groups	12.22	3	4.073	0.319	Sig. =0.812 P>0.05 Not Significant
	Within Groups	600.407	47	12.775		
Work Life Balance	Between Groups	44.629	3	14.876	1.523	Sig. =0.221 P>0.05 Not Significant
	Within Groups	459.018	47	9.766		
Employee Engagement and Commitment	Between Groups	39.129	3	13.043	1.359	Sig. =0.267 P>0.05 Not Significant
	Within Groups	451.224	47	9.601		
Retention Strategies	Between Groups	81.37	3	27.123	2.056	Sig. =0.119 P>0.05 Not Significant
	Within Groups	619.924	47	13.19		
Organizational Commitment	Between Groups	63.682	3	21.227	1.728	Sig. =0.194 P>0.05 Not Significant
	Within Groups	577.044	47	12.278		
Overall Totals Attrition and Retention	Between Groups	2842.451	3	947.484	1.217	Sig. =0.314 P>0.05 Not Significant
	Within Groups	36578.529	47	778.267		

From the ANOVA table, it has been observed that the p-value, i.e., Sig., for most of the variables is more than 0.05 with respect to the factors affecting employee motivation in manufacturing industries at Chennai. The variables, i.e., work environment, compensation and benefits, job satisfaction, leadership and supervision, organizational culture, work-life balance, employee engagement and commitment, retention strategies, organizational commitment, overall employee motivation.

However, the variable career growth and development shows a relatively higher variation among the groups, as Sig. = 0.106.

Thus, it can be concluded that there is no statistically significant difference among the groups regarding most of the factors affecting employee motivation in the manufacturing industries at Chennai, as the differences are only numerical but not statistically significant.

H_0: There is no significant difference between groups with respect to factors affecting employee motivation and its dimensions.

H_1: There is a significant difference between groups with respect to factors affecting employee motivation and its dimensions.

Result: Since all calculated p-values are greater than 0.05, it is concluded that H_0 is accepted, and H_1 is rejected. Hence, it is concluded that there is no significant difference between groups with respect to factors affecting employee motivation and its dimensions in manufacturing industries at Chennai.

Table 4: Correlation between the Age of the respondents and with the overall Employee Motivation in Manufacturing Industries

Variable	Correlation Value	Statistical Inference
Work Environment	.194	P>0.05 Not Significant
Compensation and Benefits	.056	P>0.05 Not Significant
Job Satisfaction	.007	P<0.05 Significant
Career Growth and Development	.138	P>0.05 Not Significant
Leadership and Supervision	.218	P>0.05 Not Significant
Organizational Culture	.077	P>0.05 Not Significant
Work Life Balance	.142	P>0.05 Not Significant
Employee Engagement and Commitment	.085	P>0.05 Not Significant
Retention Strategies	.002	P>0.05 Significant
Organizational Commitment	.119	P>0.05 Not Significant
Overall Totals Attrition and Retention	.118	P>0.05 Not Significant

From Table 4.30 above, it is noted that the correlation analysis was carried out in order to understand the relationship between the age of the respondents and the factors influencing employee motivation in the manufacturing industry.

It is evident from the results obtained in the analysis that the majority of the variables show a p-value > 0.05. This implies that there is no relationship between the two variables.

The variables such as work environment (r = 0.194), compensation and benefits (r = 0.056), career growth and development (r = 0.138), leadership and supervision (r = 0.218), organizational culture (r = 0.077), work-life balance (r = 0.142), employee engagement and commitment (r = 0.085), and organizational commitment (r = 0.119) show weak positive correlations between the variables.

However, the variables such as job satisfaction (r = 0.007) and retention strategies (r = 0.002) show a statistically significant relationship between the two variables. This implies that there is an effect of the variable age on the perception of the employee in the manufacturing industry regarding the two variables.

The overall employee motivation has a weak positive correlation with age (r = 0.118), though it is not significant. Hence, it can be concluded that age does not have a significant influence on the factors affecting employee motivation in manufacturing industries.

H_0: There is no significant relationship between the age of the respondents and the factors affecting employee motivation in manufacturing industries.

H_1: There is a significant relationship between the age of the respondents and the factors affecting employee motivation in manufacturing industries.

Result: Since the p-value is more than 0.05 for most of the variables, it can be said that the null hypothesis (H_0) is accepted for those variables. For job satisfaction and retention strategies, it is considered significant. Hence, it can be said that age does not significantly influence the factors affecting employee motivation in manufacturing industries.

Major Findings

The research showed that almost half of the respondents had high levels of satisfaction with the work environment (44.0%). Further, it was evident that a significant number of employees had high levels of satisfaction with compensation and benefits (46.0%). At the same time, there were employees who had low levels of satisfaction. The levels of job satisfaction among employees were also high (44.0%). Almost half of the employees had high levels of opportunity for career growth and development (48.0%). The leadership and supervision levels were moderate, while those of organizational culture were mixed, with a significant number of employees showing low levels of satisfaction (48.0%). Work-life balance was also identified as an issue of concern, as a significant number of employees showed low levels (44.0%). Almost half of the employees showed high levels of engagement and commitment (48.0%) and organizational commitment (48.0%). Work-life balance was identified as a concern since a considerable percentage of respondents were found to have low levels (44.0%). In addition, it was found that close to half of the employees demonstrated high levels of engagement and commitment (48.0%), and organizational commitment (48.0%). The analysis of the data using the t-test indicated that there was no significance between the groups in relation to the study variables since the values were above 0.05. Also, it was noted that there was no significance between the demographic variables and the study variables using analysis of variance (ANOVA). On the other hand, it was noted that job satisfaction and retention strategies were significantly correlated with employee motivation.

Suggestions

On the basis of the findings of this study, it is suggested that manufacturing industries in Chennai should work to provide a better work environment to their employees in order to ensure safety, comfort, and healthy conditions of work. The management of these industries should provide fair compensation and benefits to their employees and also

acknowledge and reward their performance to motivate and satisfy them. Organizations should also provide a chance of career growth and development to their employees through training programs, promotions, and skill development schemes. Good leadership and supervision are also required to guide and motivate employees and to address their problems and concerns. Moreover, organizations should also try to develop a positive organizational culture that promotes cooperation and mutual respect among their employees. A proper work-life balance is also important to increase employee well-being. Finally, it is suggested that industries in Chennai should also try to develop effective employee engagement and retention strategies to increase organizational commitment and reduce employee turnover.

Conclusion

The conclusion of this study is that there are various factors within an organization that impact employee motivation in the manufacturing industry in Chennai. These factors include work environment, compensation and benefits, job satisfaction, career growth and development, leadership and supervision, organizational culture, work and life balance, employee engagement and retention, and commitment. This study has shown that if employees in the organization are satisfied with compensation and leadership and supervision in terms of work environment, then they will be more motivated and committed to the organization. Therefore, it is essential for the manufacturing industry to focus more on these factors in order to boost employee motivation and productivity.

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How to Cite This Article

Vimalraj AS, Anandan CRC. Factors affecting employee motivation in manufacturing industries in Chennai. Int J Manag Organ Res. 2026;5(2):81–86. doi:10.54660/IJMOR.2026.5.2.81-86

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